

**“Building Institutions  
for Good Governance”**  
Local Government Support  
and Partnership Program

**Quarterly Report**  
**January 1 – March 31, 2002**

Prepared for:  
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**“Building Institutions for Good Governance”  
Local Government Support and  
Partnership Program  
in Indonesia**

**USAID Quarterly Report – 1<sup>st</sup> Quarter 2002**

*January 1 – March 31, 2002*

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## **I. Introduction**

ICMA's Building Institutions for Good Governance (BIGG) Program project operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

The following report presents the activities, results, and next steps in the BIGG/LGSPP program. Annex 1 presents the Results Framework the program operates under and progress toward those results to-date.

## II. Major Accomplishments This Quarter

### A. Project Administration

#### A.1 Project Workplan

The BIGG Advocacy and Association Advisor worked with staff to identify targets and indicators for the BIGG/LGSPP Monitoring and Evaluation Plan. These targets are reflected and reported on in the new format of the Quarterly Report.

#### A.2 Management

Endi Rukmo was terminated as Chief of Party and moved to short-term advisory status. Diane Crosby, Advocacy and Association Advisor was appointed to be Acting Chief of Party while BIGG/ICMA searches for a permanent replacement.

### B. Program Activities and Management – Progress and Highlights

#### B.1 Resource Cities – Indonesia

<b>Indonesian Local Government</b>	<b>US Partner</b>	<b>1<sup>st</sup> Exchange</b>	<b>2<sup>nd</sup> Exchange</b>	<b>3<sup>rd</sup> Exchange</b>	<b>4<sup>th</sup> Exchange</b>
Kabupaten Pasir, East Kalimantan	Coquille, Oregon	June 28 – July 8, 2001	November 4 – 12, 2001	May 2002	TBD
Kota Bekasi, West Java	Gresham, Oregon	July 23 – August 2, 2001	October 6-13, 2001	April 27 – May 4, 2002	TBD
Kota Bitung, North Sulawesi	Coos Bay, Oregon	August 30-September 8, 2001	November 10 – 18, 2001	March 8-16, 2002	July 1-5, 2002
Local Government Associations	League of Oregon Cities	July 18 – August 1, 2001	September 26 – October 6, 2001	March 10-23, 2002	April 18-28, 2002
Kabupaten Kutai	Washington County, Oregon	February 7 – 20, 2002	June 2002	TBD	TBD
Kota Samarinda	Tigard, Oregon	February 7 – 20, 2002	June 2002	TBD	TBD
Kabupaten Bandung	Santa Clarita, California	January 26 – February 2, 2002	May 8-17, 2002	TBD	TBD
Kota Balikpapan	Houston, TX Area Gov'ts	June 1-8, 2002	TBD	TBD	TBD

<b>Indonesian Local Government</b>	<b>US Partner</b>	<b>1<sup>st</sup> Exchange</b>	<b>2<sup>nd</sup> Exchange</b>	<b>3<sup>rd</sup> Exchange</b>	<b>4<sup>th</sup> Exchange</b>
East Kalimantan Province	State of Oregon, USA	May 10-18, 2002	TBD	TBD	TBD
DKI Yogyakarta	Savannah, Georgia	March 24-29, 2002	June 2002	TBD	TBD

## **Updates on Partnerships**

### **Pasir, East Kalimantan – Coquille, Oregon**

#### **Activities:**

Recent activity has focused on the preparation of the new forestry regulation through a more participatory approach involving the people in the forest community. The BIGG/LGSPP Partnership Manager made contact with CIFOR (Center for International Forestry Research), and their field researcher based in Pasir. CIFOR has also been involved with Pasir in helping to draft regulations and develop policies on forestry management. The CIFOR researcher has agreed to assist the Resource Cities Partnership by facilitating dialogue and communication between all parties and to offer additional information to Coquille as necessary.

Coquille had planned to send a forester to Pasir in March to assist with the drafting of the regulation. Unfortunately, a poll in the local Coquille paper asserted that the Indonesian people had an unfavorable impression of Americans, which deterred the forester from coming to Pasir. The Coquille City Manager has been actively pursuing alternate candidates to go to Pasir as soon as possible. BIGG/LGSPP has also put him in contact with the Chal Landgren, a forester from Oregon State University, who came on the Washington County – Kutai exchange visit.

#### **Results:**

There is clear evidence that the suggestions and advice of Coquille are beginning to take hold in Pasir. Pasir is now holding public meetings to discuss proposed regulation with all stakeholders. Also, the forestry department is now working cooperatively with local NGOs of indigenous groups to incorporate their concerns and interests in setting local policy.

Additionally, the DPRD has requested assistance from BIGG and Coquille for training on the “legal drafting process”. BIGG/LGSPP and Coquille will consider a way to accommodate this request.

#### **Next steps:**

Given the difficulty in identifying a team from Coquille at the present time, a contingency plan has been prepared. In the event that Coquille cannot identify forestry experts in a reasonable period of time, Pasir’s forestry regulatory team is preparing to go to Coquille instead.

## **Bekasi, West Java – Gresham, Oregon**

### **Activities:**

Melda Listiwati, a staff member of the Bekasi Finance Department, traveled to Gresham February 9 – 24, 2002 to complete an internship in double entry accounting. Ms. Listiwati will prepare and co-teach a training course on double entry accounting for the Finance Department during the next partnership exchange.

### **Results:**

See activities.

### **Next Steps:**

The third partnership exchange (Gresham to Bekasi) is scheduled for April 27 – May 4, 2002. The delegation is as follows:

- David Rouse – Environmental Services Director of Gresham
- John Dorst – Transportation Department
- Deborah Bond – Finance Department

## **Indonesian Local Government Associations – League of Oregon Cities**

See Association Development (Section B.2) below

## **Bitung, North Sulawesi – Coos Bay, Oregon**

### **Activities:**

The third exchange was completed on March 8 – 15, 2002.

The delegation was:

- James Rompas, Planner from Bapeda of Bitung
- Muhamad Atid Sakka, General Manager for Port of Bitung
- Max Lumempouw, Technical Manager for Port of Bitung.

The original delegation was to have included the Mayor of Bitung; however, he was diagnosed with a severe heart condition and other ailments and was not able to attend. The Vice Mayor was chosen to go in his place; however, the Vice Mayor became sick at the Jakarta airport and was advised by the airport doctor not to continue on the trip. BIGG/LGSP is hopeful that either the Mayor or Vice Mayor will play an active role in the next exchange to Bitung.

The main areas of focus of the visit were:

- To continue the discussion on conflict resolution between the city and the port.
- To continue to assess the website development needs for port marketing management and strategies.

Additional activities during the visit included:

- Learning about setting the city goals in cooperation with the local council (related to the conflict resolution)

- Learning more about port management and businesses (related to the port marketing management and strategy)
- Learning more about the government system and other parts related to the city itself (such as relationship with other municipalities, and functions/departments that cross jurisdictional lines such as the jail, the clerk's office, and the assessor's office)
- Learning more about the system of involving the community in the decision-making process in local government management (cases of laying-off personnel, dealing with the news coverage, responding to community proposals on traffic lights in certain intersections.)

#### **Results:**

- Both the Port and City of Bitung have a common understanding of the basic elements of conflict resolution. Based on their discussions, the City has decided to review its plan for development of the Port to see if they can accommodate requests made by the Port. One major consideration they are making is whether or not to allow the sale of land to the Port. Both parties remain committed to working together to solve their issues.
- Radio station interview at City of Coquille

#### **Next Steps:**

The 4<sup>th</sup> exchange (Coos Bay to Bitung) is tentatively scheduled for June 29 – July 6, 2002. The delegation is as follows:

- Jon Richards, Business Development Center, Southwestern Oregon Community College
- Tim Enright, Systems Analyst, Coos Bay Public Schools
- Jeff Marineau, Coos Bay Planning Commissioner.

The main focus of the trip will be website development and conflict resolution.

#### **Samarinda/Kutai, East Kalimantan – Tigard/Washington County, Oregon**

#### **Activities:**

The first exchange of these two partnerships was made simultaneously in Samarinda City and Kabupaten Kutai Kartanegara (hereafter referred to as Kutai) from February 9-20, 2002 by a joint delegation of Tigard City and Washington County. The delegation included:

- William A. Monahan, City Manager, City of Tigard, OR.
- Craig Prosser, Finance Director, City of Tigard, OR.
- Charles D. Cameron, County Administrator, Washington County, OR.
- Chal Landgren, Forestry Specialist of Oregon State University.

Meetings during the exchange visit included: Bappeda (Planning Office), Finance and Revenue Offices of both partners, and more specific visits in Samarinda to the port, passenger terminal, water treatment plant, sanitary landfill, and handicraft commercial centers. In Kutai, the delegation visited the local hospital, the on-going construction of Kumala Island recreation and cultural park, the market, terminal, water company, and the museum.

A special trip was arranged for the delegation for six-hour cruising along the Mahakam River to observe the importance of the river for the life of people in Kutai and Samarinda.

On the way back to Balikpapan, the delegation visited Bukit Bengkirai Tropical Forest Park and participated in the “tree adoption program” to commemorate their visit.

### **Results:**

At the end of the exchange visit, the delegation signed the MOU and designed a workplan that covers the following working areas:

#### *Samarinda:*

- Develop an improved citizen participation process based on more effective communication between the citizens and city staff
- Develop and adopt a citizen involvement process for all city departments, which calls for obtaining inputs on projects and plans.
- Develop an in-house training program to improve Samarinda accounting practices with emphasis on double-entry accounting techniques.
- Develop a catalog of all possible revenue sources that may be available for use in Samarinda. Provide training for selecting an option that would work best.
- Create a solid waste recycling program and initiate education of the community on the benefits and practices of recycling.
- Take initial steps to open doors for Samarinda to learn from Tigard’s experience in the areas of: intermodal transportation, planning staff professional development, application of performance budgeting,
- Explore trade opportunities focusing on traditional East Kalimantan products.

#### *Kutai:*

- Increase hospital professional capacity by providing: nursing staff training material and assistance, a series of quick reference cards to assist medical staff, and donation of two operating room monitors.
- Improve forest sustainability and rehabilitation by instituting log and branding accountability systems that fund a forest rehabilitation program at the county level.
- Develop an in-house training program to improve Kutai accounting practices with emphasis on double-entry accounting.
- Develop a catalog of all possible revenue sources that may be available for use in Kutai. Provide training for selecting an option that would work best.

#### *Joint Project:*

- Create a leadership training program by providing training curriculum and manuals that would consist of: US model local government public administration, local government leadership and ethics, translating Kutai vision to management action, supervision and employee development, role of citizens and citizen involvement,



facilitation of decision making and conflict resolution, internal and external communication, and advocacy for increasing share of central government revenues.

- At the end of the exchange, Samarinda hosted a workshop on water rights where the Tigard City Manager was the keynote presenter. Tigard shared its experience in policy development and management of clean water for the city in a joint-workshop between Kabupaten Kutai and Samarinda City's water companies and their stakeholders from various city and kabupaten offices as well as representatives of the public. This was the first workshop on water rights in the region. As a result of this workshop Kutai and Samarinda have agreed to address the issue of water rights and clean water in a collaborative manner and to give this issue top priority in their next policy session.
- The visit received publicity through three local papers (*Kaltim Post*, *Samarinda Post*, and *Kaltim Times*) and one national paper (*Kompas*). In addition, staff members from Kutai and Samarinda, as well as the BIGG/LGSPP Partnership Manager and the USAID Deputy Director for Decentralized Local Government participated in a special talk show hosted by the local TV station (TVRI-Samarinda). The group was interviewed by the host and fielded questions from the call-in audience.

#### **Next steps:**

The second exchange (Samarinda/Kutai to Tigard/Washington County) will take place after June 10. Delegation members have officially been appointed by the Mayor and Bupati and include:

#### *Samarinda:*

- Mochdar Hasan, Head of Bappeda
- Ali Fitri Noor, Head of Finance Department
- Rosita, Finance staff
- Rusman Yakup, Vice Chairman of City Council.

#### *Kutai:*

- Bachruddin Noor, Head of Bappeda.
- Suryanto Anwar, Head of Finance Department
- Totok Heru Subroto, Planning staff.
- Dr. Jantje Taroreh, Hospital Management staff.

### **Bandung, West Java – Santa Clarita, California**

#### **Activities:**

The first exchange trip occurred January 26 – February 2, 2002.

The delegation from Santa Clarita included:

- George Caravalho – City Manager of Santa Clarita
- Rick Putnam – Finance Director of Santa Clarita
- Jill Fosselman – Environmental Services Director of Santa Clarita

**Results:**

- MOU signed by both parties
- Workplan developed. Areas of focus: Strategic planning (new town planning), Tourism development and promotion, Information management, Solid waste management.
- Radio interview at RASE FM
- Guest-lecture at Itenas (Institut Teknologi Nasional) Department of Urban and Regional Planning.

**Next Steps:**

The second partnership exchange (Bandung to Santa Clarita) will be May 13 – 17, 2002. The Bandung delegation will include:

- Eliyadi Agraraharja – Vice Bupati of Bandung
- Tatang R Wiratmadja – Planner of Bappeda Kabupaten Bandung
- Cakra Amiyana – Information Specialist Bappeda Kabupaten Bandung

**Balikpapan, East Kalimantan – TBD**

During this quarter, BIGG/LGSP and ICMA/Washington successfully partnered Balikpapan with a consortium of local governments from the Houston, Texas area. The first exchange is scheduled for June 1-9, 2002.

**Yogyakarta – Savannah, Georgia****Activities:**

The first exchange occurred March 23 – 29, 2002.

The Savannah delegation included:

- Michael Brown, City Manager of Savannah
- Richard Evans, Finance Director of Savannah
- Christopher Morrill, Assistant City Manager of Savannah

**Results:**

- MOU
- Workplan developed. Areas of focus: Tourism development, Financial management, and Public service management.
- Talk Show on TVRI
- Guest-lecturing at Universitas Gadjah Mada
- Attendance of US Ambassador to Indonesia at the MOU signing

**Next Steps:**

The second exchange trip is tentatively scheduled for June 2002. The delegation has not yet been identified.

## **East Kalimantan Province – State of Oregon**

During this quarter, BIGG/LGSPP and ICMA/Washington successfully partnered East Kalimantan Province with the State of Oregon. The first exchange is scheduled for May 10-18, 2002.

For more information, see “East Kalimantan Regional Initiative” below.

### **B.2 Association Development**

During this quarter, BIGG/LGSPP continued assistance to the associations in three key areas: advocacy, management capacity building, and communications.

#### **Association Partnership:**

The third Resource Cities partnership exchange between the Indonesian local government associations and the League of Oregon Cities (LOC) took place March 11-22, 2002 in Indonesia. The exchange focused predominately on clarifying and further developing roles and responsibilities among the key association players: executive directors, board members, members, and staff.

The first week of the exchange addressed possible improvements to organizational structures, processes, and policies that define current leadership roles and responsibilities. LOC’s Executive Director facilitated a group dialogue among APKASI, APEKSI, and APPSI’s executive directors about what challenges their organizations face with respect to inactive leadership by the board, and ways that they could make their associations more representative. This group dialogue was then continued on a one-to-one basis with meetings between LOC’s Executive Director, the respective association Executive Directors and key staff. LOC’s Executive Director identified possible improvements to organizational structures and made specific recommendations to each executive director on how they could improve communications and involvement by their boards in advocacy. Further, the executive directors received additional recommendations on the need to empower their staff and ways to increase ownership and participation by the membership at-large. The first week also served to provide a base of understanding or a conceptual framework for the executive directors and staff prior to them engaging in a dialogue on board/leadership roles and responsibilities.

The second week involved the participation of three LOC Board members, and the LOC Executive Director and Legislative Director in a two and one-half day workshop geared at APKASI, APEKSI, and APPSI’s board members and executive directors. The focus of the workshop was to build recognition among the board members that they have a responsibility for leadership and that it is incumbent on them to represent the needs and values of the membership as a whole.

The Board-to-Board workshop was noteworthy in that board member participation and attendance was high. The workshop was perceived as a valuable dialogue by the board, executive directors, association staff, and attending members because it was the first such time that any of the organizations had addressed issues of appropriate roles and responsibilities.

Even though this exchange was intended as a first step in addressing deep organizational change, there were some immediate attempts to improve the organization's functions and communications.

Specifically, the Executive Director of APEKSI tried to establish a policy committee modeled after LOC's (and the typical United States local government association) policy adoption process; however, the board refused the proposal. Nevertheless, the leadership has agreed to increase the role of the regions (KOMWIL) to make them be more professional and to feed membership views to the central organization. APEKSI's executive director also prepared an annual work program for review and approval by the membership during the annual meeting. This is the first time since the initiation of the association that a formal work program and document has been prepared that outlines what the association will do for its members in the coming year.

The Executive Director of APKASI drafted a formal statement expressly stipulating the roles and responsibilities of board members and regional coordinators, which will be presented for full adoption at the annual membership meeting in late May. Prior to this, there were no organizational guidelines or by-laws defining the roles and responsibilities of the leadership. 20 board members approved the document during a working meeting of April 4.

The fourth LOC partnership exchange is scheduled for June 21-30<sup>th</sup> and will involve a delegation of two board members and the executive director from APEKSI, APKASI, and APPSI. The program content will build upon the board roles and responsibilities dialogue of the previous exchange. Indonesian board members will receive specialized training on improved communication and representative decision-making. They will also have an opportunity to work with the LOC Board and staff to see a model of board structures, processes, and communications that function optimally for effective and timely lobbying.

### **Advocacy:**

*Advocacy Credentialing:* One staff member from each of the three associations was designated to participate in a weeklong, intensive training and credentialing program with LOC and its lobbying staff. The purpose of this credentialing program was to further develop staff's skills in advocacy and policy development. Upon completion, staff are to be presented certificates from LOC that will designate them as "advocacy specialists" thereby legitimizing their skill base.

The specific training agenda includes the following content: 1). Strategy development; 2). Staffing an association policy committee; 3). How to mobilize association members for advocacy, and; 4). Producing an advocacy "how to" brochure for members.

Due to complications with issuing visas and conflicts with LOC's schedule, the program was delayed from February to April 19-28<sup>th</sup>. Details on the program outcomes will be reported in the next quarterly report.

*Coalition Building and Advocacy Support:* As a result of the Advocacy Workshop conducted by the LOC Legislative Director in December 2001, the Executive Directors agreed to meet at the

first of the year to conduct a tripartite coalition-building meeting. BIGG offered the assistance of a facilitator and/or mediator; however, this assistance was declined. For the first time, the Executive Directors and the entire Board of Directors of APPSI, APKASI and APEKSI gathered on January 21 for the sole purpose of talking out common issues related to implementation of Law 22/1999. As a result of this coalition meeting, the Boards of the three association assigned the three executive directors to make a formal listing of issues and conflicts faced by provinces, kabupaten and kota. This request was not met due to divisiveness of issues stemming from Draft I and Draft II of the revision to Law 22 in subsequent months. Nevertheless, the associations are committed to collaborating in the organization of the second Autonomy Expo slated for October 2002.

BIGG continues its standing offer to all three associations to provide facilitation or mediation services in support of coalition building activities or meetings. Presently, coalition building and coordination primarily occurs between the executive directors who report that BIGG programs serve to directly and indirectly strengthen cooperation among the executive directors and staff of the three associations. Following the LOC Advocacy Credentialing training of association staff in April, BIGG will continue to find ways to promote appropriate coalition activities and meetings for the three associations.

BIGG also continued to prompt and promote the associations to be visible and proactive advocates with respect to the revision of Law 22, including an open offer of assistance for periodic technical experts. In January, February, and early March, both APEKSI and APKASI were increasingly visible and vocal in the national debate centering on regional autonomy. Most notably, they increased their visibility through media statements and working in collaboration with ADEKSI. They also put pressure on the General Director of General Government and Regional Autonomy of the Ministry of Home Affairs to have input on the revision process of Law 22 as members of the technical team.

APEKSI's Executive Director successfully petitioned General Director Made to ensure that APEKSI and APKASI were invited to be members in the so-called "small team for initiating the revision of Law 22" even though the work of the team was suspended. Due in part to these advocacy efforts and publicly voiced concerns of needing to conduct an evaluation of Law 22, the Ministry has slowed down the process of revision. The leadership of APEKSI and APKASI feel that their early, albeit limited, advocacy efforts had an impact. This impact serves as a message to the membership that the associations were able to influence the decision-making process.

At this time, APPSI's Executive Director does not feel that it is appropriate to make statements in the media or to lobby beyond having audience with President Megawati Soekarnoputri and the relevant Ministry officials.

### **Communications:**

During the first quarter of the year, plans were made for the next phase of communication assistance for the three associations. Following the newsletter work conducted in November, it

was decided that the next phase would include web-site development, collection and documentation of success stories, and follow-up on newsletter development.

Each component of the communication assistance builds on the last and individual meetings that are used to complement the workshops so that each association receives adequate reinforcement of key ideas and support related to their unique situation. Content of workshops and meetings are practical and to the point, to encourage immediate application.

After discussion with the associations, a two-week series of activities was agreed upon. The agenda is as follows:

- Monday – Tuesday: Communications Workshop: Local Government “Best” Practices, Innovative Practices, and Success Stories for association communication staff
- Wed. – Friday: Meetings at each association to specifically follow-up on their newsletter development and other communication issues for staff and executive directors
- Tuesday: Presentation about Website Use in Local Government Associations for association staff, executive directors, regional contacts, and staff of the Local Government Center for Innovation
- Wed. – Friday: Meetings at each association to assist them with improvements in their current website and to begin a discussion of future plans.

Preparation for the communication workshop included research on best practice and award programs from NACO, NLC, ICMA, several U.S. state level associations, and international examples. The ICMA Communications and Training Advisor met with ICMA’s Director of Clearinghouse Services to discuss a strategy to move from the initial stages of written materials development to the website. Needs assessment materials developed by association staff in conjunction with BIGG conferences on budget and finance were reviewed in preparation for this work.

*Newsletter training and assistance:* During the quarter the ICMA Communications and Training Advisor continued follow-up assistance with each of the three local government associations. The Advisor reviewed the content and format of APPSI’s first newsletter, and suggestions were incorporated before the publication was finalized and printed. APPSI’s first newsletter “*Info APPSI*” was published and distributed to its membership and a wider group of stakeholders in January 2002. The Advisor also made recommendations for improvement based on the first issues of APEKSI and APKASI’s newsletters, “*APEKSI News*” and “*Fokus APKASI*” respectively. These suggestions were incorporated into the second issue of APKASI’s newsletter published and distributed in late February. BIGG continues to provide funding for the distribution costs of the newsletters on a reimbursement basis.

APKASI has been most proactive with putting their newsletter out, with two editions since the February meetings. It is hoped that they will be able to make the newsletters more regular,

perhaps every two months. APKASI appears to be direct mailing their newsletters to members, which is the preferred means of distribution.

APEKSI published one newsletter, and prepared two draft editions, but the later editions were not published due to lack of funds. BIGG/LGSPP will again reinforce the importance of regular communication with members, which can be a building block for other programs.

APPSI published one newsletter, and seems somewhat ambivalent about future newsletters, although they express their commitment verbally.

All of the associations will be encouraged to incorporate short local government success stories into their newsletters and use the website as a means to further distribute and create an on-going history of the association, which will be useful to members, staff, donors, and others interested in local government in Indonesia.

*Database training and assistance:* BIGG/LGSPP continued assistance on membership database development by providing 4 days of training in Introductory and Intermediate Microsoft Access to 6 staff of the three associations January 8-11. This training was followed up with a meeting of the trainees to assess the types of data that each association needed to disseminate information for advocacy and distribution of newsletters and legislative alerts.

Final development of each association's database was delayed due to the associations' staffs significant participation in conducting a membership needs assessment as part of the BIGG Regional Seminars in January and February. Database development was resumed in March and April, with the finalization of a basic membership/stakeholder database for each association. These initial databases will be improved on a continuous basis as the Association Advisor works one-to-one with key association staff to improve and expand data collection activities. For example, during the next quarter BIGG will assist the staff in expanding databases for distribution of association newsletters to a wider group of members and stakeholders such as the Ministry of Home Affairs, Sekretarias Daerah, Bappeda, and select Dinas. This continuous data collection and improvement will not only enhance the information dissemination/communications functions in the short-term, but will be a critical component of long-term goals to assist the associations in creating data-base driven web sites.

### **Organization and Management Capacity:**

*Membership Needs Assessment:* In an effort to strengthen the capacity of the associations to understand the management issues and needs of their members across regions, the executive directors and staff of APEKSI, APKASI, and APPSI were trained in facilitating and conducting a needs assessment of their members during the five BIGG Regional Seminars in January and February. In addition to learning how to conduct a needs assessment exercise and receiving a wealth of contextual data on the major issues facing local government executives, the association staff greatly improved their facilitation skills with oversight and feedback from BIGG's training specialists. Participation in the Regional Seminars not only gave the associations needed face-to-face contact and visibility with their members, but also provided an opportunity for the executive directors to tout their recent advocacy efforts. Furthermore, BIGG guided association staff in the

creation of membership services flyers, which were the first such marketing materials ever produced. These membership services flyers were distributed along with the first issues of APEKSI's and APKASI's newsletters, which added to further awareness building and strengthening the relationship between the associations and their members.

*Local Government Budget and Finance Internships:* The leadership of the associations frequently cite lack of human resource capacity and lack of funding to hire “technical experts” as a major drawback in sustainability. Similarly, BIGG/LGSP found that most of its technical assistance and training programs were being delivered to a small cadre of junior staff who were responsible for almost all of the work of the associations. Through the Local Government Budget and Finance Internship, BIGG attempts to mitigate some of these human resource and fiscal constraints of the associations.

Specifically, the Local Government Budget and Finance Internship established a one-year intensive training program for one staff member of each association. This internship gives the association staff members selected, full participation with the BIGG Core Management and Budgeting Program performance based budget training curriculum. In this way, all of the materials, skills, and direct knowledge of the BIGG budget program would be institutionalized in the associations. Association staff will not only come out of the internship with an advanced skill set in local government budget and finance, but they will also learn the detailed operational functions of how to put together and organize training programs geared towards their members. In an effort to ensure that the associations expand human resource capacity and that staffing levels are maintained or increased, the executive directors were required to sign a letter of agreement, which calls for the hiring of one additional replacement staff for each of the interns.

*Business plan training and assistance:* Following the Association Business Plan Workshop and the U.S. exchange visit in September 2001, BIGG offered additional assistance to the associations in assessing their current budgets and revenue streams. During the quarter, BIGG Senior Financial Management Specialist provided a schedule of available dates for providing a direct one-to-one review of each association's budgets as a preliminary needs assessment for “next steps” of assistance. Currently, only APEKSI's Executive Director has set a date for this initial review (May 3). Since this appears to be a low priority for busy executive directors, the Association Advisor will attempt to stimulate interest and lessons learned during their participation at the US-AEP Asian Association Dialogue in May. It is hoped that an interest and an understanding of the need for organizational financial management systems and budgeting can also be stimulated in the coming quarter through the Local Government Budget and Finance Interns and through direct technical assistance by a U.S. consultant with expertise in association financial viability.

*Facilitator Training for Association Staff:* The training was held at the Ambhara Hotel on March 28, 2002 and was sponsored by BIGG. The 15 participants included representatives from APPSI, APKASI, APEKSI, ADEKSI, ADKASI and Center Local Government Initiative (Yayasan Otda).

The facilitator training was designed to provide the association staff with skills to effectively facilitate a group discussion. The participants were given instruction on how to:



- Identify qualities of a good facilitator
- Identify when to use a group discussion
- Identify the steps, tasks, maintenance in facilitating a group discussion
- Identify common problem behaviors and possible ways of dealing with them
- Receive and give feed back on facilitating a group discussion.

In their evaluations and informal feedback, the participants expressed their interest in a longer training course in facilitation and/or continuous training on becoming a facilitator.

### **Facilitation Training Agenda**

08.00 – 08.30	Getting to know each other
08:30 – 08.45	Hopes and fears in participating this training workshop
08:45 – 09.00	Self-reflection on past experience with groups
09.00 – 09.30	Video show on group discussion; brainstorm to analyze the video content in terms of : <ul style="list-style-type: none"> <li>• clarity of discussion objectives;</li> <li>• role of facilitator;</li> <li>• handling difficult group dynamics;</li> <li>• recording the discussion;</li> <li>• preparing group findings.</li> </ul>
09.30 – 10.00	Drawing a facilitator, brainstorming on qualities of a good facilitator
10.00 – 10.15	Coffee Break
10.15 – 11.00	A talk on group discussion <ul style="list-style-type: none"> <li>• when to use a group discussion;</li> <li>• steps in facilitating a group discussion;</li> <li>• group tasks;</li> <li>• group maintenance;</li> <li>• recording group discussion.</li> </ul>
11.00 – 11.30	Brainstorming on common problem behaviors and possible ways to deal with them
11.30 – 12.15	Receiving and giving feedback
12.15 – 13.30	Lunch
13.30 – 15.00	Facilitating and observing a group discussion; participants

are divided into 4 groups to discuss 5 to 6 topics of 15 minutes each. Participants take turns in facilitating the group as well as in giving feed back.

15.00 – 15.15	Coffee Break
15.15 – 16.00	Personal Feed back on facilitating a group discussion
16.00 – 16.30	Wrap-up

### **B.3 Information Dissemination/Innovative Practices**

See Section B.2 – Communications and Annex 1 Results Matrix, Public Diplomacy Subobjective

### **B.4 Local Government Training**

See Section B.5 – Joint Activities with Task Order

### **B.4 Joint Activities with Task Order**

See Section B.2 – Organization and Management Capacity

### **B.5 East Kalimantan Regional Initiative**

#### **Activities:**

From March 16-29, 2002, ICMA Interregional Advisor traveled to East Kalimantan to assess the potential for interregional cooperation. After meeting with all 5 of the local governments involved in the Resource Cities Program, the Advisor came up with a list of 19 areas for cooperation. He then vetted this list with the local governments in a second round of meetings. From these meetings, the list was narrowed to 5 key issues (see report and recommendations of Henry Sharpe, submitted April 19, 2002).

At a dinner meeting hosted by the Assistant IV at the Province office, representatives of the five partner local governments chose Mahakam River Basin Spatial Planning as the focus for the Regional Initiative.

#### **Results:**

For the first time, staff from Kota Samarinda, Kabupaten Kutai Kartanegara, and East Kalimantan Province appeared on local television together on a call-in talk show to talk about their future collaboration on the Mahakam River Basin.

#### **Next steps:**

During the next trip of the Interregional Advisor, he will meet with other key local governments in the East Kalimantan region including Kutai Barat and Kutai Timur. In addition, he will coordinate with the NRM/EPIQ program, which has been doing extensive work in Kutai Barat. He will also coordinate with GTZ and its Working Group for Forest and Land Rehabilitation.

The main objective of this trip will be to further define the workplan and methodology for the coordinated planning process.

BIGG/LGSPP staff will attend the Mahakam River Workshop in April 20-21, a joint program between the Province Water Resource Department and Mulawarman University for the commemoration of World Water Day. BIGG/LGSPP will use this opportunity to introduce the partnership program and get acquainted with all Mahakam stakeholders.

## **B.7 Coordination with Other Local Government Programs**

*The Asia Foundation (TAF):* BIGG will publish the results of the Indonesia Rapid Decentralization Assessment (IRDA) in our newsletter. In addition, TAF will look into using some of the BIGG local governments in the next round of its assessment of the progress of decentralization.

*Canadian International Development Agency (CIDA):* BIGG/LGSPP Advocacy and Association Advisor spoke with the CIDA representative about BIGG helping APKASI with organizing their annual meeting – helping with vendors, promotions, etc.

BIGG/LGSPP Advocacy and Association Advisor has repeatedly tried to meet with CIDA, but their representative has had to cancel or postpone meetings several times.

*Center for Local Government Innovation:* BIGG/LGSPP Advocacy and Association Advisor spoke with the CLGI Chief of Party and Deputy Chief of Party at the USAID/DLG retreat and observed there was a lack of awareness of the scope of BIGG's assistance to the associations. BIGG again extended an offer to coordinate more closely with CLGI.

BIGG/LGSPP Advocacy and Association Advisor participated in a discussion of the Local Government Clearinghouse and invited representatives from CLGI to attend the presentation on website development scheduled for April 23, 2002.

*Gesellschaft fuer Technische Zusammenarbeit (GTZ):* See "East Kalimantan Regional Initiative"

*International Foundation for Election Systems (IFES):* BIGG/LGSPP has coordinated with IFES to produce 3 talk shows highlighting the Resource Cities partnerships in Samarinda, Kutai, and Yogyakarta, as well as the East Kalimantan Regional Initiative.

IFES has pledged further support to helping the associations produce a nationally televised event or talk show and has promised to provide BIGG/LGSPP with its database of press contacts to be used by the associations.

*Local Government Forum:* BIGG continues to meet with representatives of the Local Government Forum – a planning committee for an event of the same name to be held in Bali in June 2002 as part of the Prep-Com for the Johannesburg Conference on Sustainable Development in September. BIGG has promised to assist the Forum with identifying local government officials to present at the event.

*National Democratic Institute:*

- January 2002: BIGG/LGSPP Advocacy and Association Advisor met with NDI leadership to discuss their program with ADEKSI and to start an on-going dialogue on program activities and sharing of experiences. NDI indicated that ADEKSI and ADKASI have expressed interest in receiving the budget and finance training offered by BIGG. BIGG will coordinate with NDI to see if this is feasible.
- March 2002: BIGG/LGSPP Advocacy and Association Advisor met with NDI staff to share program information and discuss potential collaboration and coordination. BIGG/LGSPP Advocacy and Association Advisor will coordinate with BIGG Senior Financial Management Specialist to determine the feasibility of including the legislative associations in the budget and finance training program.
- April 2002: NDI has given BIGG/LGSPP their analysis on the proposed revisions to Law 22/1999, which were also forwarded to the associations. BIGG used the analysis to assist the associations with developing their response/position on the revisions.
- NDI representatives, as well as representatives of the legislative associations have been invited to all BIGG/LGSPP activities with relevance to their staff or members.

*Natural Resource Management (NRM):* See “East Kalimantan Regional Initiative”

*Swedish International Development Agency (SIDA):* SIDA contacted BIGG/LGSPP Program Manager regarding potential assistance to APEKSI. BIGG/LGSPP provided the SIDA representative with the BIGG/LGSPP workplan, a list of relevant websites, documents, and contact information to help SIDA coordinate its assistance most effectively.

BIGG/LGSPP subsequently learned that SIDA was proceeding with an MOU between SIDA and APEKSI, but that the MOU was still undefined and not likely to be signed in the near future.

*United Nations Development Programme (UNDP):* BIGG/LGSPP Advocacy and Association Advisor submitted a memo to UNDP giving comments on their proposal for assistance to APEKSI and ADEKSI. The purpose of the memo was to address the areas of overlap between their proposal and the BIGG/LGSPP program. UNDP indicated that they will remove the areas of overlap from the program and will focus mainly on assisting the Komwils. The merger of APEKSI and ADEKSI is still in the proposal, but the two associations appear to be opposed to the merger at this time.

**C. Challenges/ Issues of Concern Affecting Implementation and Actions Taken**

*Resource Cities Recruitment:* BIGG/LGSPP is currently recruiting for a Chief of Party to replace Endi Rukmo. During this transitional period, BIGG/LGSPP Advocacy and Association Advisor will serve as Acting Chief of Party. BIGG/LGSPP does not expect this situation to affect the work of the program in a substantial way.

**D. Projected Activities for the Next Quarter**

**D.1 Project Workplan**

- Finalize Monitoring and Evaluation plan and obtain USAID approval.

**D.2 Management**

- Hire Chief of Party.

**D.3 Resource Cities – Indonesia**

- See Resource Cities section above

**D.4 Association Development**

- 4<sup>th</sup> LOC exchange
- Training on financial sustainability
- Advocacy credentialing for association staff
- Asian Association Dialogue-Sydney

**D.5 Information Dissemination/Innovative Practices**

- Continue working with IFES to promote Resource Cities and Association activities.
- Conduct workshops on Best Practices, Communications, and Website development
- Publication and dissemination of association newsletters.

**D.6 Local Government Training**

- Develop East Kalimantan collaboration and training program.

**D.7 Joint Activities with Task Order**

- Training on budget and finance for year 2 local governments
- Budget and Finance Internships for association staff

## **Annex 1: Results Matrix**

**Cooperative Agreement Results Matrix I**  
*“The Local Government Support and Partnership Program”*

**International Resource Cities Partnerships Activities**

**Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them**

**Objective: To build local government management capacity for improved service delivery**

***Subobjective 1a: Provide practical tools and experiences***

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
<b>TARGET:</b>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs</i> 2 targets outstanding
<b>Pasir</b>	Completed	<ul style="list-style-type: none"> <li>2 exchanges conducted on forestry legislation, personnel management, and public hearings</li> <li>Participated/observed public hearings in Coquille (Nov. 2001)</li> <li>Received training on job descriptions from League of Oregon Cities Local Government Personnel Institute (Nov. 2001)</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	<ul style="list-style-type: none"> <li>Staff and DPRD have agreed to use advice and input from Coquille in drafting their forestry regulation</li> <li>Bupati has agreed to implement job description mechanism for reorganizing select departments in the kabupaten</li> </ul>
<b>Bekasi</b>	Completed	<ul style="list-style-type: none"> <li>1 exchange conducted on transportation planning, human resources, and financial management</li> <li>Intern from Bekasi spent 2 weeks in Gresham learning double-entry accounting</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	
<b>Bitung</b>	Completed	<ul style="list-style-type: none"> <li>3 exchanges conducted on port development/conflict resolution and developing marketing strategies</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	

<b><i>Subobjective 1a: Provide practical tools and experiences</i></b>				
	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>TARGET:</b>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Conduct in 8 LGUs</i>	<i>Applied in 3 LGUs 2 targets outstanding</i>
<b>Samarinda</b>	Completed	<ul style="list-style-type: none"> <li>1 exchange conducted on citizen participation, financial management, and solid waste</li> <li>Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	
<b>Kutai</b>	Completed	<ul style="list-style-type: none"> <li>1 exchange conducted on forestry, financial management, and hospital staff capacity building</li> <li>Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	
<b>Bandung</b>	Completed	<ul style="list-style-type: none"> <li>1 exchange conducted on Strategic planning (new town planning), Tourism development and promotion, Information management, and Solid waste management</li> </ul>	Received Budget and Finance Workshops A, B, & C from Task Order	
<b>Balikpapan</b>	Completed	1 target outstanding	Received Budget and Finance Workshops A, B, & C from Task Order	
<b>Yogyakarta</b>	Completed	<ul style="list-style-type: none"> <li>1 exchange conducted on Tourism development, Financial management, Public service management</li> </ul>	1 target outstanding	
<b>East Kalimantan Province</b>	Completed – waiting for draft report	1 target outstanding	Assistance in this area not planned	



<b><i>Subobjective 1a: Provide practical tools and experiences - Continued</i></b>				
	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 3 LGUs</i> 2 targets outstanding	<i>Evidenced by improvements in 6 LGUs</i> 5 targets outstanding	<i>Evidenced by improvements in 2 LGUs</i> 2 targets outstanding	<i>Lessons Learned presented on 8 LGUs</i>
<b>Pasir</b>		<ul style="list-style-type: none"> <li>Pasir is conducting public hearings to review its forestry regulations</li> <li>Pasir is coordinating with local NGOs in the development of its forestry regulation</li> </ul>		1 target outstanding
<b>Bekasi</b>				1 target outstanding
<b>Bitung</b>				1 target outstanding
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>DPRD has directed local government staff to implement performance-oriented budgeting in at least 40% of the departmental budgets for fiscal year 2003</li> </ul>			1 target outstanding
<b>Kutai</b>				1 target outstanding
<b>Bandung</b>				1 target outstanding
<b>Balikpapan</b>				1 target outstanding
<b>Yogyakarta</b>				1 target outstanding
<b>East Kalimantan Province</b>				1 target outstanding

<b><i>Subobjective 1b: Promote information sharing and public diplomacy</i></b>			
	Press release produced and disseminated	Exchange event(s) covered in the media	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)
<b>TARGET:</b>	<b><i>1 press release on 9 LGUs</i></b>	<b><i>Media coverage of 9 LGUs</i></b>	<b><i>Facilitation of 2 public exchanges</i></b>
<b>Pasir</b>	1 press release prepared	<ul style="list-style-type: none"> <li>• 4 articles published in Kaltim Post</li> <li>• TV Coverage of Pasir delegation attendance at Coquille city council meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001)</li> <li>• BIGG/LGSPP continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club</li> <li>• BIGG/LGSPP partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001)</li> </ul>
<b>Bekasi</b>	1 target outstanding	<ul style="list-style-type: none"> <li>• 2 articles in Gresham newspaper</li> </ul>	
<b>Bitung</b>	1 target outstanding	<ul style="list-style-type: none"> <li>• BIGG Partnership manager interviewed on Oregon regional television</li> </ul>	<ul style="list-style-type: none"> <li>• Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002)</li> <li>• BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club</li> </ul>
<b>Samarinda</b>	1 target outstanding	<ul style="list-style-type: none"> <li>• 5 articles published in Kaltim Post and Samarinda Post</li> <li>• Samarinda staff on TVRI twice</li> </ul>	
<b>Kutai</b>	1 target outstanding	<ul style="list-style-type: none"> <li>• 7 articles published in Kaltim Post and Kutai Baru</li> <li>• Kutai staff on TVRI twice</li> </ul>	
<b>Bandung</b>	1 target outstanding	<ul style="list-style-type: none"> <li>• 1 article in Pikiran Rakyat</li> <li>• Santa Clarita delegates interviewed on local radio station</li> </ul>	<ul style="list-style-type: none"> <li>• Santa Clarita delegates presented a lecture on local government in the US to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002)</li> </ul>
<b>Balikpapan</b>	1 target outstanding	1 target outstanding	
<b>Yogyakarta</b>	Press release prepared by US Embassy with assistance and information from BIGG/LGSPP	<ul style="list-style-type: none"> <li>• 2 articles published in Kompas and Jakarta Post</li> <li>• TV coverage of MOU signing (with US Ambassador)</li> <li>• Yogyakarta and Savannah staff on TVRI</li> </ul>	<ul style="list-style-type: none"> <li>• Santa Clarita delegates presented a lecture on local government in the US to students at Gadjah Mada University (March 2002)</li> <li>• US Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002)</li> </ul>
<b>East Kalimantan Province</b>	1 target outstanding	<ul style="list-style-type: none"> <li>• Province, Samarinda and Kutai staff on TVRI to discuss interregional cooperation</li> </ul>	

<b><i>Subobjective 1c: Promote inter-governmental coordination in one functional area in the province of East Kalimantan</i></b>						
	Provide assistance and/or technical training in regional governmental management and coordination	Increase opportunities for regional networking and mutual understanding of common issues	Produce framework for institutionalized or continued regional collaboration	Produce policy papers/drafts on issues for regional cooperation	Improvements recognized in coordination/collaboration between local governments on regional policies/issues	Improvements presented as lessons learned
<b>TARGET:</b>	<b><i>Conduct Diagnostic</i></b>	<b><i>Conduct in 1 province</i></b>	<b><i>Evidenced by 1 improvement/opportunity</i></b>	<b><i>Produce 1 framework document</i></b>	<b><i>Produce 1 policy paper</i></b>	<b><i>Lessons learned presented on 1 province</i></b>
<b>East Kalimantan Regional Initiative</b>	Initial scoping mission conducted, draft report and recommendations prepared	1 target outstanding	1 target outstanding	1 target outstanding	1 target outstanding	1 target outstanding

<b><i>Subobjective 1d: Promote sustainable partnerships</i></b>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<b><i>Established in 8 LGUs</i></b>	<b><i>Evidenced by 3 LGUs</i></b>	<b><i>Facilitation of 2 public exchanges</i></b>	<b><i>Evidenced by 1 improvement/opportunity</i></b>
<b>Pasir</b>	1 target outstanding		<ul style="list-style-type: none"> <li>Pasir delegates attended Rotary Club meeting in Coquille (Nov 2001)</li> <li>BIGG/LGSPP continues to facilitate contacts between Pasir officials and East Kalimantan Rotarians in order to receive assistance promised by Coquille Rotary Club</li> <li>BIGG/LGSPP partnership manager spoke about Indonesia to a group of junior high school students in Coquille (Nov 2001)</li> </ul>	
<b>Bekasi</b>	Completed	<ul style="list-style-type: none"> <li>Bekasi and Gresham have contacted each other via e-mail</li> </ul>		
<b>Bitung</b>	Completed	<ul style="list-style-type: none"> <li>Bitung and Coos Bay are in regular e-mail and written (letter) contact</li> </ul>	<ul style="list-style-type: none"> <li>Bitung delegates attended Rotary Club Meetings in Coos Bay (Nov 2001, March 2002)</li> <li>BIGG/LGSPP continues to facilitate contacts between Bitung officials and Manado/Sulawesi Rotarians in order to receive assistance promised by Coos Bay Rotary Club</li> </ul>	
<b>Samarinda</b>	Completed			<ul style="list-style-type: none"> <li>Participated in (and hosted) seminar on water rights conducted by Tigard, Oregon (Jan 2002)</li> <li>DPRD Member is regular presenter and facilitator on performance-oriented budgeting at BIGG workshops and conferences</li> </ul>
<b>Kutai</b>	Completed			Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)

<b><i>Subobjective 1d: Promote sustainable partnerships</i></b>				
	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<b><i>Established in 8 LGUs</i></b>	<b><i>Evidenced by 3 LGUs</i></b>	<b><i>Facilitation of 2 public exchanges</i></b>	<b><i>Evidenced by 1 improvement/opportunity</i></b>
<b>Bandung</b>	Completed	<ul style="list-style-type: none"> <li>Bandung and Santa Clarita are in regular e-mail contact</li> </ul>	<ul style="list-style-type: none"> <li>Santa Clarita delegates presented a lecture on local government in the US to student and faculty from Bandung Institute of Technology (ITB) and Institut Teknis Nasional (ITENAS) in Bandung (Jan 2002)</li> </ul>	
<b>Balikpapan</b>	1 target outstanding			Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)
<b>Yogyakarta</b>	Completed		<ul style="list-style-type: none"> <li>Santa Clarita delegates presented a lecture on local government in the US to students at Gadjah Mada University (March 2002)</li> <li>US Ambassador Ralph Boyce attended MOU signing between Yogyakarta and Savannah (March 2002)</li> </ul>	
<b>East Kalimantan Province</b>				Participated in seminar on water rights conducted by Tigard, Oregon (Jan 2002)

**Cooperative Agreement Results Matrix II**  
*“The Local Government Support and Partnership Program”*

**Association Capacity Building Activities**

**Goal 1: Develop the capacity of decentralized and participatory local governments and the organizations that represent them**

**Objective: To establish effective, representative, and independent local government associations**

***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target</b>	<b>Total number of targets met by March 31, 2002</b>
Train and/or assist association leadership and staff in advocacy concepts and techniques		<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) (3 of 4 targets met)</li> </ul>
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level		<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) (3 of 4 targets met)</li> </ul>
Train and/or assist association leadership in establishing a process to develop policy positions and arguments		<ul style="list-style-type: none"> <li>• Introduced policy committee concepts and techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) (2 of 4 targets met)</li> </ul>
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions		<ul style="list-style-type: none"> <li>• Introduced concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI) (2 of 4 targets met)</li> </ul>
Association advocates at the national level		<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to the Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002) (2 of 3 targets met)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target</b>	<b>Total number of targets met by March 31, 2002</b>
Association identifies key coalition partners (single issue or standing coalitions)		<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy &amp; Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002)</li> </ul> (2 of 2 targets met)
Association conducts advocacy activities as part of a coalition		<ul style="list-style-type: none"> <li>• APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002) (1 of 2 targets met)</li> </ul>
Association policy developed using membership participation/input		2 targets outstanding
Association advocates on behalf of its members		<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to the Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999).</li> </ul> (3 of 2 targets met)

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target</b>	<b>Total number of targets met by March 31, 2002</b>
Train and/or assist association in concepts of business plan development, including transparent financial management systems		•Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI) (1 of 3 targets met)
Train and/or assist association in developing/diversifying/stabilizing sources of revenue		•Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI) (1 of 3 targets met)
Train and/or assist association in improving marketing capabilities		• Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI) (1 of 3 targets met for APEKSI, APKASI)
Train and/or assist association in improving internal management and personnel systems		• Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI) (1 of 3 targets met)
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff		• Technical assistance: LOC executive director working with directors on improvements to roles, responsibilities, authorities during 4 <sup>th</sup> LOC exchange (March 2002) • Working session: Board and Executive Roles and Responsibilities during 4 <sup>th</sup> LOC exchange (March 2002) (2 of 3 targets met)
Association adopts and/or implements one or more transparent financial management systems		1 target outstanding
Association improves its development of diverse and stable sources of revenue		1 target outstanding
Association improves its marketing capacity		1 target outstanding
Association improves its internal management and personnel systems		1 target outstanding
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff		1 target outstanding



<b>Subobjective 1c: Improve two-way communication between associations and their members</b>		
<b>Indicator</b>	<b>Target</b>	<b>Total number of targets met by March 31, 2002</b>
Train and/or assist the association in increasing membership involvement/input/participation		<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> </ul> (1 of 4 targets met)
Train and/or assist the association in increasing/improving its membership communications methods		<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI)</li> </ul> (3 of 4 targets met)
Train and/or assist the association in recognizing excellence in local government management and leadership		4 targets outstanding
Association increases/improves membership involvement and participation		1 target outstanding
Association increases/improves its membership communications methods		<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002)</li> </ul> (1 of 3 targets met)
Association increases/improves programs that recognize excellence in local government management and leadership		1 target outstanding

<b><i>Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery</i></b>		
<b>Indicator</b>	<b>Target</b>	<b>Total number of targets met by March 31, 2002</b>
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials		3 targets outstanding
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials		3 targets outstanding
Train and/or assist the association in the development and dissemination of local government management best practices		3 targets outstanding
Train and/or assist the association in serving as a liaison for local government technical assistance resources		<ul style="list-style-type: none"> <li>• Local Government Budget and Finance Internships institutionalizes the association's capacity in delivery of technical assistance and in serving as liaison for members (March 20002-Feb. 2003) (APEKSI, APKASI, APPSI)</li> </ul> (1 of 3 targets to be met)
Association conducts training opportunities for local government officials/members		1 target outstanding
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities		1 target outstanding
Association develops and disseminates local government management best practices		2 targets outstanding
Association serves as a liaison for local government technical assistance resources		1 target outstanding

## **Annex 2: Financial Information**

### **Annex 3: Deliverables Submitted**

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## Deliverables Submitted

Entries in **BOLD** = new this quarter

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
“Pemda Sukses” Local Government Support and Partnership Program Quarterly Report October 1, 2000 – December 31, 2000	Quarterly Report	February 28, 2001	E-mail
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1, 2001 – March 31, 2001	Quarterly Report	May 30, 2001	E-mail and hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program in Indonesia <i>USAID Quarterly Report – 2<sup>nd</sup> Quarter 2001</i>	Quarterly Report	August 14, 2001	Hard copy
“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report July 1, 2001 – September 30, 2001	Quarterly Report	December 31, 2001	Hard copy
<b>“Building Institutions for Good Governance” Local Government Support and Partnership Program Quarterly Report January 1 – March 31, 2002</b>	<b>Quarterly Report</b>	<b>May 10, 2002</b>	<b>Hard copy</b>
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APEKSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and APKASI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Memorandum of Understanding between ICMA and APPSI	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Bandung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bekasi	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Bitung	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Balikpapan	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Kutai	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kabupaten Pasir	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Memorandum of Understanding between ICMA and Kota Samarinda	MOU/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
<b>Memorandum of Understanding Between Kabupaten Bandung, Indonesia with City of Santa Clarita, California, USA, Signed in Bandung, Thursday, January 31, 2002.</b>	<b>MOU</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Memorandum of Understanding between ICMA/USAID with City Government of Yogyakarta, signed in Yogya, Thursday, January 17, 2002.</b>	<b>MOU</b>	<b>March 8, 2002</b>	<b>Hard copy</b>

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b>Memorandum of Understanding between ICMA/USAID and The Provincial Government of East Kalimantan, Samarinda, Friday January 18, 2002.</b>	<b>MOU</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Memorandum of Understanding between Kota Yogyakarta, Indonesia with City of Savannah, Georgia, USA, Yogya, Thurs, March 28, 2002</b>	<b>MOU</b>	<b>April 19, 2001</b>	<b>Hard copy</b>
Local Government Diagnostic – Balikpapan	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bandung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bekasi	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Bitung	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Kutai	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Pasir	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Local Government Diagnostic – Samarinda	Diagnostic Report/Report Annex	May 30, 2001 (resubmitted November 19, 2001)	E-mail and hard copy
Association Milestone Index – APEKSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Association Milestone Index – APKASI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
Association Milestone Index – APPSI	Diagnostic Report/Report Annex	May 30, 2001	E-mail and hard copy
East Kalimantan Background Material and Report	Background Materials/Report Annex	May 30, 2001	E-mail and hard copy
Manila Association Capacity Building Conference Report	Memo/Report Annex	May 30, 2001	E-mail and hard copy
Six-Month Activity Plan December 14, 2001 – June 30, 2002	Workplan	December 19, 2001	Hard copy
Coquille, OR – Pasir Workplan	Action Plan	July 7, 2001 (resubmitted November 24, 2001)	E-mail
Gresham, OR – Bekasi Workplan	Action Plan	August 1, 2001 (resubmitted November 24, 2001)	E-mail
League of Oregon Cities – Indonesian Associations Workplan	Action Plan	November 24, 2001	E-mail
Coos Bay, OR – Bitung Workplan	Action Plan	November 24, 2001	E-mail
<b>Action Plan For Technical Cooperation between Kab. Kutai, Indonesia and Washington County, Oregon USA, Kutai, February 16, 2002</b>	<b>Action Plan</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Action Plan for Technical Cooperation between Kota Samarinda, Indonesia and City of Tigard, Oregon, USA, Samarinda, February 16, 2002</b>	<b>Action Plan</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Action Plan for Technical Cooperation between Kab. Bandung, Indonesia and City of Santa Clarita, California, USA, Bandung, January 30, 2002</b>	<b>Action Plan</b>	<b>March 8, 2002</b>	<b>Hard copy</b>



<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b>Draft Action Plan between Kota Yogyakarta, Indonesia and City of Savannah, Georgia, USA, March 28, 2002</b>	<b>Action Plan</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
Strategic Plan – APEKSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APKASI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Strategic Plan – APPSI	Draft planning document	Currently being professionally edited. ETA February 2002.	Hard copy
Priority Areas for Cooperation Between the 3 Local Government Associations	Memo	December 14, 2001	Hard copy
The Involvement of ICMA in Building the Institutional Capacity of the Associations	Memo	December 14, 2001	Hard copy
Highlight on the Association's Cooperative Agreement Program	Memo	December 14, 2001	Hard copy
<b>Response to UNDP Proposal for assistance to APEKSI, Diane Crosby</b>	<b>Memo</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
Communication and Media Workshop Materials	Workshop Materials	July 17, 2001	E-mail
Summary of Proceedings - Advocacy Seminars	Workshop Proceedings	December 14, 2001	Hard copy
Summary of Proceedings – Budget and Finance Training	Workshop Proceedings	December 14, 2001	Hard copy
<b>Proceeding on Advocacy Working Meeting, Hotel Ambhara, 3-5 December 2001</b>	<b>Workshops Proceedings</b>	<b>April 19, 2002</b>	<b>Hard copy</b>

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b>Comments on Working Meeting Board LOC Exchange, March 18-20, 2002</b>	<b>Workshops Proceedings</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
Exchange Visit Agenda – ICMA Annual Conference	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – League of Oregon Cities Visit	Agenda	December 14, 2001	Hard copy
Exchange Visit Agenda – Washington, DC	Agenda	December 14, 2001	Hard copy
<b>Working Draft of March 3, 2002 for Third LOC Exchange, Roles, Responsibilities, Authorities of the Board, Executive Director and Staff</b>	<b>Agenda</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>3<sup>rd</sup> LOC Exchange Agenda and Participants List</b>	<b>Agenda</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Advocacy Credentialing Exchange Agenda</b>	<b>Agenda</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Continued Communications Assistance Agenda, April 15-26, 2002</b>	<b>Agenda</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Participants List - Facilitation Training, April 28, 2002</b>	<b>List of Participants</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
Kabupaten Pasir and City of Coquille, Oregon: July 2001	Trip Report	December 14, 2001	Hard copy
City of Gresham, Oregon and City of Bekasi, Indonesia: August 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: September 2001	Trip Report	December 14, 2001	Hard copy
City of Coos Bay, Oregon and City of Bitung, Indonesia: November 2001	Trip Report	December 14, 2001	Hard copy
Regional Workshop Resource Cities Partnership: Performance Budgeting	Trip Report	December 14, 2001	Hard copy
Seminar: the Position of Regional Governments on Financial Apportionment Between Central and Regional Governments: In the Framework of Fiscal Decentralization and Regional Autonomy	Proceedings/Summary Report	December 14, 2001	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Summary of Association Advocacy Activities	Proceedings/Summary Report	December 14, 2001	Hard copy
APPSI Activity Record: Note from the Meeting on Coordination between Local Government Association with ICMA	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Activity Report on Inter-Institutional Cooperation	Association Activity Report	December 14, 2001	Hard copy
APPSI Activity Record: Importance of Communication for APPSI	Association Activity Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day One	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Two	Trip Report	December 14, 2001	Hard copy
Working Meetings on Advocacy – ICMA/BIGG: Day Three	Trip Report	December 14, 2001	Hard copy
Summary of Natural Resource Management and Financial Balances in Local Autonomy	Trip Report	December 14, 2001	Hard copy
Summary of the Launching of Indonesia's Autonomy Expo 2001	Trip Report	December 14, 2001	Hard copy
Indonesia City Council Association – Founders meetings	Trip Report	December 14, 2001	Hard copy
Report on Salzburg Seminar: Session 388 “Sustaining Democracy in the Modern World”	Trip Report	December 14, 2001	Hard copy
Training on Oil Gas and Non-Oil Gas Product Sharing Calculation	Trip Report	December 14, 2001	Hard copy
The Establishment of Kabupaten (County) Council Association	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah VI (Regional Office VI)	Trip Report	December 14, 2001	Hard copy
Work Meeting: Komisariat Wilayah III (Regional Office III)	Trip Report	December 14, 2001	Hard copy
Melalui Raker Ke I Komwil II APEKSI Sumatera Selatan	Trip Report	December 14, 2001	Hard copy
Report on “Otonomi Indonesia Expo 2001”	Trip Report	December 14, 2001	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Trip Report on the First National Work Meeting of the Indonesia City Council Association	Trip Report	December 14, 2001	Hard copy
Laporan Perjalanan Orientasi Ke Kantor Pusat ICMA, Washington, DC	Trip Report	December 14, 2001	Hard copy
Meetings with Kabupaten Bogor and Kota Bekasi	Trip Report	December 14, 2001	Hard copy
US Study Tour 2001: ICMA Annual Conference, League of Oregon Cities, and Washington, DC	Trip Report	December 14, 2001	Hard copy
APKASI Membership Dues Structure Memo #1: November 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Ann Bueche: November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Amanda Lonsdale: September – November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Diane Crosby: September – November 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of David Barenberg: December 2 – 6, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Clay Wirt: Strategic Planning/Action Planning with APPSI, APKASI, and APEKSI	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: April 19 - May 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Phil Rosenberg: May 7 - May 23, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 - July 20, 2001	Trip Report	December 14, 2001	Hard copy
Trip Report of Judie Kesson: June 20 – July 27, 2001	Trip Report	December 14, 2001	Hard copy
<b>Results of the Technical Working Meeting on Regional Finances, September 2001</b>	<b>Association Activity Report</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>Trip Report #2 – City of Gresham, Oregon and Kota Bekasi, Indonesia, October 2001</b>	<b>Trip Report</b>	<b>January 25, 2002</b>	<b>Hard copy</b>

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b>Nota Dinas: Laporan menghadiri Koferensi Internasional City/County Management Association 87<sup>th</sup> Annual Conference dan Kunjungan ke Asosiasi Pemerintah Daerah di Amerika Serikat mulai September – 6 Oktober 2001, Farida M.</b>	<b>Trip Report</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>Trip Report: Local Government Support and Partnership Program – Veracruz and Mexico City, Mexico, Jami Sachs</b>	<b>Trip Report</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>Trip Report of 3<sup>rd</sup> Exchange Program from James Rompas, Bapeda Kota Bitung, March 23, 2002</b>	<b>Trip Report</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Trip Report of 3<sup>rd</sup> Exchange Program from Max Lumempouw, Port of Bitung, April 4, 2002</b>	<b>Trip Report</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Trip Report from City of Santa Clarita, February 2002.</b>	<b>Trip Report</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>East Kalimantan Regional Advisor; Draft Report and Recommendation, March 27, 2002.</b>	<b>Trip Report</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
Letter from APKASI: 5 July 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 29 August 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APEKSI: 7 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from Lori Forman, Assistant Administrator, USAID: 20 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy
Letter from APKASI: 27 November 2001	Letter of Appreciation	December 14, 2001	Hard copy

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
Letter from APPSI: 6 December 2001	Letter of Appreciation	December 14, 2001	Hard copy
<b>Letter of thanks from APKASI to Amanda Lonsdale for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter</b>	<b>Letter of Appreciation</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>Letter of thanks from APKASI to Endi Rukmo for BIGG/LGSPP sponsorship of the publication of the APKASI <i>Focus</i> newsletter</b>	<b>Letter of Appreciation</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>Acknowledgement Message from APPSI regarding IndoVision Connection for SWARA Broadcasts, February 27, 2002</b>	<b>Letter of Appreciation</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Acknowledgement Message from Kabupaten Bandung regarding Transfer of Computer Equipment and providing e-mail account, March 6, 2002.</b>	<b>Letter of Appreciation</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Note from Walikota Yogyakarta regarding confirmation of City of Savannah visit to Yogyakarta, March 6, 2002.</b>	<b>Letter of Appreciation</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>IndoVision Connection for SWARA Broadcasts, and equipment Receipt for APEKSI, February 28, 2002</b>	<b>Letter/Receipt</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>IndoVision Connection for SWARA Broadcasts, and Equipment Receipt for APKASI, March 4, 2002</b>	<b>Letter/Receipt</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>IndoVision Connection for SWARA Broadcasts, and Equipment Receipt for APPSI, February 26, 2002.</b>	<b>Letter/Receipt</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Transfer of Computer Equipment to Kota Bitung and Equipment Receipt, Bitung, March 3, 2002.</b>	<b>Letter/Receipt</b>	<b>March 8, 2002</b>	<b>Hard copy</b>

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b>Transfer of Computer Equipment to Kabupaten Bandung and Equipment Receipt, Bandung, February 25, 2002.</b>	<b>Letter/Receipt</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Transfer of Computer Equipment to Kota Samarinda and Equipment Receipt, Samarinda, March 4, 2002.</b>	<b>Letter/Receipt</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Transfer of Computer Equipment to Kabupaten Kutai Kartanegara and Equipment Receipt, Kutai, February 20, 2002</b>	<b>Letter/Receipt</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Transfer of Computer Equipment to Kota Yogyakarta and Equipment Receipt, Yogya, March 28, 2002.</b>	<b>Letter/Receipt</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Transfer of Computer Equipment to Kota Bekasi and Equipment Receipt, Bekasi, March 8, 2002.</b>	<b>Letter/Receipt</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Budget and Finance Interim Letter of Agreement</b>	<b>Letter of Agreement</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
PowerPoint Presentation delivered to Georgia State University: September 27, 2001	Presentation	December 14, 2001	Hard copy
<b>APEKSI Newsletter, November 2001</b>	<b>Newsletter</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>APKASI Newsletter, December 2001</b>	<b>Newsletter</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>APPSI Newsletter (draft)</b>	<b>Newsletter</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>APPSI Newsletter (revised)</b>	<b>Newsletter</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>APKASI News Letters 'FOKUS' ,Edition II/02/2002</b>	<b>Newsletter</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>APEKSI Flier presented at BIGG Regional Seminars January 2002</b>	<b>PR Materials</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>APKASI Flier presented at BIGG Regional Seminars January 2002</b>	<b>PR Materials</b>	<b>January 25, 2002</b>	<b>Hard copy</b>

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b><i>“Jangankan Tebang Kayu, Mancing di Hutan Saja Izin”, Kaltim Post. 2 January 2002.</i></b>	<b>Press Coverage</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b><i>“Tak Ganggu Eksekutif, Sidang Dewan Digelar Malam”, Kaltim Post. 3 January 2002.</i></b>	<b>Press Coverage</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>English translation of Kaltim Post articles</b>	<b>Press Coverage</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>Hare, Wes. <i>“Resource Cities After September 11”</i>, draft article to be submitted to PM Magazine.</b>	<b>Press Coverage</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b><i>“Kaltim Perlu Belajar dari AS”, Kompas, Jakarta , Monday February 18, 2002.</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“Washington County Team Offers Collaboration with Kutai Kartanegara” Kutai Baru, Saturday February 16, 2002</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“USA Drawn to Citra Niaga” Kaltim Times, Saturday, February 16, 2002</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“US Cities Management Team Group Looks at Development on Kumala Island” Kutai Baru, Thursday, February 14, 2002</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“Delegation from Tigard City and Washington Arrives Today. City Government to be Taught “Double Entry” Samarinda Post, Monday, February 11, 2002</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“Partnership Offer by Washington Team Welcomed by Chair of AKB Faction” Kutai Baru, Saturday, February 16, 2002.</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“Partnering of City Governments of Samarinda, Kuker and Tigard City, KALTIM TIMES, Monday, February 18, 2002.</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>



<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b><i>“Bandung Regency Collaborates with Santa Clarita, Pikiran Rakyat, Friday, February 1, 2002.</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“Finance Sharing Project Properly Coordinated” Kutai Baru, Saturday, February 16, 2002.</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“US Delegation Buys Up East Kalimantan Handicrafts” Samarinda, February 2002.</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b><i>“City Governments of Samarinda – Tigard City Partner” Samarinda Post, Tuesday, February 19, 2002.</i></b>	<b>Press Coverage</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Minister of Home Affairs Mr. Hari Sabarno: Bupati/Walikota Treat Role of Governor’s Lightly, Kompas, April 11, 2002.</b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Governors Recommended Revision to Law 22/1999, Suara Merdeka, April 11, 2002.</b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>APKASI: No Problem With Autonomy Law, Republika, Wed, March 6, 2002</b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
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<b><i>“Lihat Gendang, Bule pun Bergoyang” Metropolis, Jakarta March 21, 2002</i></b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b><i>“Lalulintas Kota Bogor Semakin Mace” Kompas, Friday, March 22, 2002</i></b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b><i>“Picture on Walikota Jakarta Barat give Souvenir to LOC, Pos Kota, Friday, March 22, 2002.</i></b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b><i>“Yogyakarta, Savannah forge Ties” The Jakarta Post, Monday, April 1, 2002.</i></b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>Hard copy</b>

<b>Title</b>	<b>File Type</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
<b>Interview on TV News in Coos Bay, Oregon during the 2<sup>nd</sup> Exchange, September 2001.</b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>CD</b>
<b>Talk Show on TVRI Yogyakarta during the 1<sup>st</sup> Exchange in Yogyakarta, March 27, 2002.</b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>CD</b>
<b>MOU Signing between Kota Yogyakarta and City of Savannah, Georgia, March 28, 2002.</b>	<b>Press Coverage</b>	<b>April 19, 2002</b>	<b>CD</b>
<b>U.S Embassy Press Release “Welcomes Yogyakarta and Savannah, Georgia as Resource Cities, March 27, 2002.</b>	<b>Press Release</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Selected Pictures of 2<sup>nd</sup> exchange trip to Coos Bay (Indonesian partner: Bitung), November 2001</b>	<b>Photos</b>	<b>January 25, 2002</b>	<b>Hard copy</b>
<b>Selected Pictures of 2<sup>nd</sup> Exchange Trip Kota Bekasi and City of Gresham Partnership Program, Gresham October 8 to 12, 2001</b>	<b>Photos</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Selected Picture of Signing Memorandum of Understanding between ICMA/USAID and Kota Yogyakarta January 17, 2001.</b>	<b>Photos</b>	<b>March 8, 2002</b>	<b>Hard copy</b>
<b>Trip Picture #1 of Kabupaten Bandung and City of Santa Clarita, February 2002.</b>	<b>Photos</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Trip Picture #1 of Yogyakarta and City of Savannah, March 2002.</b>	<b>Photos</b>	<b>April 19, 2002</b>	<b>Hard copy</b>
<b>Speech on “Global Solutions to Local Challenges: Yogyakarta and Savannah, Georgia come together as “Resource Cities” by US Ambassador Ralph L. Boyce, Yogyakarta, Thurs, March 28, 2002.</b>	<b>Speech</b>	<b>April 19, 2002</b>	<b>Hard copy</b>

## **Annex 4: Abbreviations and Terminology**

## Abbreviations and Terminology

ADEKSI - *Asosiasi Dewan Kota Seluruh Indonesia* (Association of Indonesian City (Kota) Councils)  
AMMAC – Association of Mexican Municipalities  
APEKSI – *Asosiasi Pemerintah Kota Seluruh Indonesia* (Association of Indonesian Municipalities)  
APKASI - *Asosiasi Pemerintah Kabupaten Seluruh Indonesia* (Association of Indonesian Regencies)  
APPSI - *Asosiasi Pemerintah Propinsi Seluruh Indonesia* (Association of Indonesian Provinces)  
BAPPEDA – *Badan Perencanaan dan Pembangunan Daerah* (local department for planning and development)  
BIGG – Building Institutions for Good Governance  
BUILD – Breakthrough Urban Initiatives for Local Development  
CLGI – Center for Local Government Innovation  
DPOD – *Dewan Pertimbangan Otonomi Daerah* (Regional Autonomy Advisory Board – national level)  
DPRD – *Dewan Perwakilan Rakyat Daerah* (legislative body at the local government level)  
DPR-RI – *Dewan Perwakilan Rakyat – Republik Indonesia* (legislative body at the national level)  
ICMA – International City/County Management Association  
IR – Intermediate Result  
IRCP – International Resource Cities Program  
Komisi II – Commission Two of the DPR-RI  
LGSP – Local Government Support and Partnership Program  
LOC – League of Oregon Cities  
M&E – Monitoring and Evaluation  
MOU – Memorandum of Understanding  
NDI – National Democratic Institute  
TBD – To be determined  
UNDP – United Nations Development Program  
USAID – United States Agency for International Development  
VNG – *Vereniging van Nederlandse Gemeenten* (Netherlands Association of Municipalities)  
Yayasan Otda – Local Government Center implemented by Chemonics/Urban Institute